

Discussion and Research on the Comprehensive Transformation of Supply Chain Management Mode under the New Retail Wave

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Abstract: With the development of economic globalization and the increasingly fierce market competition, enterprises must change their traditional business philosophy and management mode if they want to survive in this "big torrent" and realize the continuous improvement of their own value. The supply chain system refers to the entire supply and demand network formed from the supplier to the end user. It gradually extends the manufacturer's side to consumers and becomes a large, complete, complex, multi-functional, interrelated and mutually influencing whole, enabling it to better integrate social resources and information, thereby improving market competitiveness. At the same time, the establishment of the supply chain system also enables enterprises to respond more flexibly to market changes, so as to maximize their own value. In the context of the new economic era, how to adapt to and solve the problems and challenges faced by the traditional retail industry has become a topic that needs to be studied and discussed urgently. Under the new retail wave, the comprehensive transformation and upgrading of the supply chain management model of enterprises can not only make the supply chain process of the enterprise more scientific, reasonable and efficient, which requires us to comprehensively transform and upgrade the supply chain management model under the traditional model. Only in this way can the consumer experience be improved, and the healthy and sustainable development of the enterprise can be ensured. This article focuses on the corresponding research on the comprehensive transformation of the supply chain management model under the current new retail wave.

Keywords: New retail, Supply chain management, Transformation, Discussion, Research

1. Introduction

With the rapid development of new retail, the market potential is huge, and traditional enterprises can no longer meet the status quo. In this case, supply chain management came into being. However, my country's logistics industry started late, the basic equipment is not perfect and the degree of informatization is low. In the face of fierce competition and changes in demand, how to transform is a heavy problem facing companies today. New retail is a new type of business model, which breaks the limitations of traditional circulation and enables consumers to receive various information about the goods they want to buy in a short period of time. Supply chain management has been accepted by more and more countries as one of the important parts of the business operation process, which has made a great contribution to enhancing the value of the whole society. This paper mainly analyzes the content of the comprehensive transformation of the supply chain management model under the new retail wave from three aspects: the core competitive advantage has changed, the customer service model has changed, and the operation management model has changed. Chain and strengthen the integration construction of online and offline channels, and expounds the comprehensive transformation of supply chain management mode under the new retail wave from these three aspects [1].

2. The Meaning and Characteristics of New Retail

New retail is also known as omni-channel retail, which refers to the circulation of goods through various channels to meet the needs of consumers, including offline brick-and-mortar stores; online e-commerce platforms such as JD.com and Taobao; Blog, Douyin and other social media, etc. That is to say, through the deep integration of online and offline platforms, a new, efficient and coordinated

operation management model and operation structure are created. Its main core is to focus on the experience needs of consumers, and use the advantages of the Internet to achieve a series of needs of consumers such as purchase, payment, pickup, and after-sales. The characteristics of the new retail business model are as follows. The first is the integration of channels. Merchants can combine online and offline data to achieve in-depth integration by conducting a comprehensive analysis of various business data of offline physical stores and online business data, in order to realize the sharing function of all channels, unify the online and offline membership data and power of merchants, protect the power of consumers, and improve the shopping satisfaction of consumers. The second is the digitization of operations. The unified management of different scenarios is realized through inventory transfer between nodes. Consumers use the online platform to place orders for the products they need, and merchants deliver goods through nearby offline stores or warehouses. When the store or warehouse is out of stock, it can be quickly replenished by other warehouses with excess goods at this time. This kind of multiple supply points realizes the sharing of inventory, which is conducive to providing more accurate information for operation decision makers. data support, while improving the consumer experience. The next step is the intelligentization of the store [2]. Merchants have fully upgraded the elements of consumers, commodities, and sales scenarios, and introduced some intelligent touch screens, intelligent shelves, intelligent cash registers, electronic price tags, etc., to achieve consumers are fully intelligent in the process of consumption, which improves consumers' experience and enhances consumers' shopping convenience. At the same time, through intelligent application, it is also possible to realize the circulation of various information and data of commodities, so that consumers can buy commodities online, and then go to offline stores to pick up the goods, or consumers can buy commodities in offline stores without shortage of goods. When the goods are delivered, the merchants deliver the goods to the consumers through online delivery, realizing the integrated development of online and offline. Finally, with the socialization of goods, merchants can form a sharing alliance of goods, and then cooperate with logistics companies to reduce the risk of inventory accumulation, reduce costs and improve economic benefits. In addition, merchants should also pay attention to the implementation of a unified marketing strategy mechanism to improve the consumer experience of consumers.

3. The Content of Supply Chain Management Model Transformation under the New Retail Wave

3.1. The Core Competitive Advantage has Changed

Nowadays, my country's supply chain management model has undergone great changes in the context of the new retail environment, especially in terms of core competitiveness, which is most evident. The supply chain management model under the traditional model is the new retail model, before the environment, the core competitiveness of the supply chain management model was mainly centered on the manufacturers and sellers of companies, enterprises, and merchants, and the integration of resources. After the emergence of the new retail environment, the supply chain management model has gradually changed. The management model centered on the seller has been transformed into an all-round and multi-angle resource integration and technological information innovation with consumers as the center [3]. Survey and other methods to understand the needs of consumers, and then combine the digital, integrated, flexible and other characteristics of the supply chain to meet the individual needs of consumers, enhance the competitiveness of the enterprise itself, and form a strong enterprise itself core competitive advantage.

3.2. Customer Service Patterns have Changed

The supply chain management model under the traditional model gives consumers the impression of narrow purchasing channels, single commodity type, simple transaction process, blocked information transmission, and backward after-sales service. These problems have brought consumers a poor shopping experience. Under the background of the new retail environment, the supply chain management model has become more and more diversified from a single method in the traditional model. Various online platforms such as Suning.com, JD.com, Taobao, and Douyin are endless [4]. At this time, enterprises are also slowly transforming customer service into "goods + service" output. Through the combination of online and offline models, they establish a consumer-centric service concept and establish a channel interaction relationship with consumers. For example, when a consumer finds a problem with the quality of the product or other aspects after receiving the product purchased online, the consumer can communicate directly with the merchant through the purchase

platform, and the merchant will provide solutions, such as returns, refunds, Refunds are not returned, exchanged, etc., consumers can choose the accepted solution. This comprehensive and comprehensive service model can bring consumers a better service experience. At the same time, enterprises can also further understand the consumption needs of consumers, continuously optimize and improve the service content model, effectively integrate goods and services, and realize the realization of consumers and merchants through the combination of online and offline methods. The communication and exchange between the two, the value of the product is more accurately and effectively transmitted to the consumer. For example, the consumer will not use the product after purchasing, the consumer can communicate with the merchant, and the consumer can go to the door offline or online, then the above-mentioned ways to solve consumers' problems and realize the use value of goods [5].

3.3. The Operating Management Model has Changed

Under the background of the new retail environment, the supplier management method has gradually changed from the traditional and unfavorable management methods of suppliers, such as simple production operation mode, complex commodity circulation mode, simple marketing channel, etc. The operation and management methods such as simplification of commodity circulation and multi-channel marketing not only make enterprise operation management more scientific and standardized, but also realize the integration between the company's products and business, and achieve a win-win situation within the company. In addition, the supply chain model under the traditional model generally pays more attention to asset management. In the context of the new retail environment, the traditional supply chain model pays more attention to the light assets of information sharing. At the same time, there are also traditional "push" supply chain management [6]. The model is transforming to a "pull" business model, and the transformation of this model also has more requirements on the company's marketing strategy and business policy, and the company needs to adopt a more multi-channel business method to meet the needs of customers. , and finally achieve a more stable and orderly business model, and with the help of the standardization, setting, improvement and integration of this business process, with the advantages of electronic, shared and informatized enterprise management, and finally achieve multi-channel enterprise management integration business model. At the same time, it is also based on the advantages of flexible and flat enterprise management, in order to shorten the operating cost of the enterprise, finally achieve a more diversified enterprise business model.

4. Strategies for Comprehensive Transformation of Supply Chain Management Model under the New Retail Wave

Under the new retail wave, my country's supply chain management model should also actively take corresponding measures to deal with it. Because the market environment, corporate competition and other factors will affect the development of traditional manufacturing and modern service industries, in order to better promote the healthy and sustainable growth of China's economy, it is necessary to optimize the industrial structure and enhance core competitiveness, thereby improving the efficiency of enterprises and benefit. As a scientific operation mode, supply chain management is relatively well implemented at present. It can not only effectively reduce costs but also ensure product quality; at the same time, it can also improve the market competitiveness of enterprises [7]. The development direction of new retail must be supported by corresponding measures. Therefore, the following strategies can be adopted:

4.1. Build a Supplier Alliance

With the progress of society and the continuous development of the market, under the background of the current market environment, in order to realize the innovation of the supply chain and enhance the value of the supply chain, it is necessary to use the driving force of new retail to control the existing supply chain management model. Upgrading and optimizing, and gaining understanding and support from suppliers is the first step in optimizing and upgrading the management model. Nowadays, the market competitiveness of all walks of life in our country is getting bigger and bigger. The relationship between many enterprises is an absolute relationship of buying and selling and a competitive relationship of fighting each other. This relationship is extremely unfavorable for the development of enterprises. It is required that enterprises must form a complete supply chain awareness, strengthen communication and exchanges between enterprises, cooperate and trust each other, so as to achieve a

benign relationship between enterprises and complement each other's advantages, so as to meet the consumption of consumers experience. First of all, it is necessary to re-examine the relationship with suppliers and establish a cooperative relationship of mutual trust and mutual benefit. To achieve this goal, it is not just a matter for the procurement department of the enterprise. This requires the joint efforts of all departments of the entire enterprise. If there is no business assistance from other departments or it is a summary of demand, such as scheduled production by the production department, technology research and development by the R&D department, real-time tracking by the logistics department, etc., then it is difficult to manage supplier relationships in an orderly manner [8]. At the same time, it should be noted that to maintain the management relationship between supply chains, it is not possible to implement a one-size-fits-all management model. It should be analyzed according to the specific situation, and different methods of relationship maintenance should be required for different suppliers, so as to strengthen the two strategic partnership between them. Second, there must be a long-term procurement strategy objective in order to obtain price benefits beyond the contract. Finally, the company must improve the overall performance of suppliers to form a win-win mechanism with suppliers. On the one hand, the company should continuously discover and cultivate new suppliers, and make reasonable improvements to the overall performance of suppliers through the results of supplier cost assessment, including strategic decisions, delivery agreements, and internal management of suppliers. System, product quality inspection and other aspects of reasonable evaluation, in order to achieve continuous performance improvement, so that suppliers can continue to develop and grow in a longer term. On the other hand, the company must also do a good job of information exchange and communication with suppliers to break through the barriers of trust between business partners under the traditional model and form a supplier model in the new retail environment, that is, through omni-channel suppliers Big data integration, logistics and distribution and other multi-modes carry out in-depth and all-round collaboration, make predictions on the company's sales, and formulate effective business strategies, form a long-term, future-oriented and growing partnership to improve the level of enterprise development.

4.2. Restructure the Supply Chain

The comprehensive transformation and upgrading of the supply chain management model under the new retail wave requires enterprises to reform and innovate in the entire industrial chain, and finally create an operation management model that integrates online and offline, which requires companies to have strong data aggregation and analysis capabilities, so that products can have data available for review at every link, thus bringing a new experience model to customers. To achieve this management model, the following two The first is to change the supply chain management model under the traditional model, and the second is to build an information-based supply chain management platform. Nowadays, more and more industries are using information technology in their operations, and supply chain management in the new retail environment is no exception. With the support of big data technology, consumers have gradually become the dominant party in the supply chain, enterprises use big data to analyze and compare, and produce products that consumers like to see according to their needs, and transform the traditional mode of production, sales, and customer supply chain management into one that analyzes customer needs and then reflects it to the terminal. In this way, the products that customers need are produced, and the supply chain management mode of sales is carried out, so as to meet the needs of customers and improve the economic benefits of the enterprise. In addition, under the mode of Internet development, more attention is paid to the consumption experience of consumers, and data, as one of the core resources of the omni-channel supply chain, can more accurately analyze the consumption needs of consumers [9]. This requires enterprises to rely on the advantages of the Internet to establish an information management platform that can support enterprises, suppliers, consumers, logistics providers, etc., so as to achieve communication and exchange. The management platform is perfectly integrated with each supply chain node, and visualized data management of logistics status, product after-sales service, etc., improves the management and control capabilities of circulating commodities.

4.3. Strengthen the Integration of Online and Offline Channels

The transformation method that combines online and offline is mainly carried out through the following three aspects. The first is to improve the procurement strategy of all channels, which requires enterprises to pay attention to the procurement system strategy, formulate the procurement system of the enterprise scientifically and reasonably, reduce unnecessary links, and at the same time, according to the needs of consumers and changes in the market, formulate a procurement strategy in line with the

market, establish a profitable procurement thinking, find suitable resources, realize the precision of procurement, and reduce unnecessary costs. In addition, a consumer-centered information feedback system should be established to analyze and summarize the situation reflected by consumers, open up the circulation information of commodities, and provide consumers with high-quality products. Secondly, online and offline marketing strategies that integrate customer needs. In the new retail environment, companies sell not only products, but also services and user experience. This requires consumer-oriented, combined with the advantages of online and offline platforms. The business philosophy and marketing strategy are constantly adjusted to improve the consumption experience of consumers. It is also necessary to optimize the categories of products produced, keep up with the pace of the market, grasp the preferences of consumers, and improve the convenience of consumers. Finally, integrate online and offline resources. In recent years, with the development of e-commerce, more and more products are sold on online platforms [10]. However, from the current point of view, online dividends are gradually becoming saturated, and many companies have shifted their operation management models to for offline physical stores, in the transformation mode of supply chain management mode, online retailers have driven offline development through the success of transformation. Therefore, for the current situation, enterprises should upgrade and optimize the current supply chain management model to achieve the common development of online and offline, and promote the sustainable development of enterprises.

5. Conclusion

To sum up, under the influence of the new retail wave, the development speed of the modern logistics industry has been accelerating, and the market competition has become more and more intense. As a new type of enterprise development model, supply chain management has been welcomed by more and more consumers and retailers in our country. This paper analyzes the current situation and existing problems of supply chain management in the context of new retail, and proposes corresponding countermeasures to construct its comprehensive transformation strategy. From a theoretical point of view, domestic and foreign scholars have little and insufficient research on new retail-related fields, but considering the current domestic market environment, traditional industries still occupy a mainstream position. Under the background of the new retail wave, there are still many problems in the comprehensive transformation of the supply chain management model. These problems reduce the consumption experience of consumers on the one hand, and the economic benefits of enterprises on the other hand. Therefore, major enterprises must attach great importance to the comprehensive transformation and upgrading of the supply chain management model, so as to realize the integrated development of the supply chain management model.

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